

The Influencing Factors of Enhancement of Employee Enthusiasm in Mining Industry: Case study of Mongolia

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Abstract—This research aims on investigation the principles of Enhancement of Employee Enthusiasm (EEE) in mining industry. The methodology of study is through structural equation modeling to explain the relationship of each variable. Sampling through online based survey was conducted and analyzed 242 responses from workers of mining industry of Mongolia. The result shows the job satisfaction(JS), leadership behavior(LB) and organizational commitment(OC) significantly influenced of EEE. But, the working condition(WC) no significantly influenced to EEE and obtain same result the WC through mediating variables JS impact to EEE. That indicate WC is master task to improve of enhancing employee enthusiasm in Mongolia. Organizational commitment also no significantly influenced to JS on mining industry in Mongolia. The stockholder should be upgrade employee working environment of mining company. This research also established a universal model of EEE. This study constructs revealed important implications for HR managers of mining company and recommendations for further research.

I. INTRODUCTION

This research aims on explore enhancement of employee enthusiasm of job. Specially, the laborer works at the high danger and dirty environment of mining industry. Consequently, the employee turnover is highly than the other industry, and how to reduce the turnover rate of employee that is key issues. In addition, this study will present the evaluation model and systematize structure analysis what how to do evaluating employee enthusiasm of universal mining industry. Currently, Mongolia's mining and minerals sector generates more than three quarters of its total export. Mongolia's vast territory has a great potential to have rich mineral deposits including gold, copper, coal, fluorspar, silver, uranium. Therefore, there are so many investors who have been interested in investing to the Mongolian mining sector and cooperate with the Mongolian government. In today's complex and competitive job labor market there are many factors that contribute to the employees' decision to remain with their current occupation or turnover. The prior researcher to study turnover issues has many papers, but a few study related enhancement of employee enthusiasm. There are many factors influence to employee decision to stay or leave the current organization such as: industry economics factor, job satisfaction, leadership behavior, working environment and organizational commitment which factor is main impact to employee decision making. That is very interesting topic for research labor human resources market management. Employee intent to stay on work has received considerable attention by senior management, human resources professionals, and industrial psychologists. It includes job satisfaction, organization commitment,

working condition, and leadership style constructs have been of interest to many researchers in the past. Employees with stronger commitment to their company have been found to work harder, perform better, miss less scheduled work days and generally exhibit increased —citizenship behaviors [1, 2]. Organizations have placed great emphasis on the creation of work environment that fosters higher levels of job satisfaction and organizational commitment.

Prior research has demonstrated that work experiences, personal and organizational factors serve as antecedents to organizational commitment [3, 4, 5]. Leadership is a key determinate of job satisfaction and organizational commitment [6]. In particular, there is considerable research suggesting that leadership is positively relation with organizational commitment and job satisfaction in a variety of organizational settings and cultures [7, 8]. The numbers of studies investigating intent to stay, job satisfaction, organizational commitment, working condition, and leadership behavior in the literature are numerous. However, less of the published studies describe the levels of or explain these constructs in employees of mining industry. Therefore, this little study will show about mining industries employee intent to stay, their levels of job satisfaction, organizational commitment, working condition. As mining sector has been booming economic rate, number of employees, but still now turnover rate so high compare with other sector. The motivation of this research is stated what factors impact to enhance of employee enthusiasm. The purpose of this study explains the relationship between with working condition(WC), job satisfaction(JS), leadership behavior(LB), organizational commitment(OC), and enhancement of employee enthusiasm(EEE). This study also stated out which factor influence the worker intent to stay and increase employee enthusiasm of mining industry. This research utilizes the mining industry in Mongolia for empirical study examination the evaluation model for enhancing the employee enthusiasm.

The reminder of this paper as follows: Chapter 2 is literature review and stated hypothesis that discussion the theoretical fundamental for continues next research; Chapter 3 stated methodology, created research framework, questionnaire, and data analysis process; Chapter 4 is data analysis, outcome the result, and discussion; The last chapter stated conclusion and suggestion.

II. THEORETICAL FUNDAMENTAL

A. Background of Mongolian Mining industry

Mining in Mongolia is important to the national economy of Mongolia. Coal, copper, and gold are the principal reserves mined in Mongolia. Several gold mines are located about 110

kilometers (68mi) north of Ulaanbaatar, such as Boroo Gold Mine and Gatsuurt Gold Mine. Khotgor Coal Mine is an open-pit coal mining site about 120 kilometers (75mi) west of Ulaangom. Ömnögovı Province in the south of Mongolia is home to large scale mining projects such as the Tavan Tolgoi coal mine and the Oyu Tolgoi copper mine. Number of all employees in mining industry of Mongolia is 48100 in totally 210 companies. The International Monetary Fund (IMF) has estimated that 71 percent of the income from the mine would go to Mongolia [9].

B. Working condition

Working conditions refer to the working environment and aspects of an employee's terms and conditions of employment. This covers such matters as: the organization of work and work activities; training, skills and employability; health, safety and well-being; and working time and work-life balance. Lambert, Hogan, Paoline and Baker [10] posited that working condition of occupation also impacts life satisfaction, in that people, who have more satisfaction in their occupation, also have more satisfaction in their personal lives.

Working conditions within a work environment includes time management facilities and resources, personal empowerment and opportunities for professional development [11]. In job evaluation literature, working conditions imply two dimensions: environmental conditions and hazards. Environmental conditions range from ordinary to extreme conditions in terms of factors such as heat, humidity, noise, smell, light and dust [10]. Unpleasant environmental conditions have both direct and indirect effects on employee job performance. An employee's concentration on tasks decreases when exposed to these impacts, this leads to low employee performance in term of productivity, quality, emotional stress. This in turn causes high costs. Hazards are often unavoidable, direct or indirect exposure to light wounds/scalding, flammable materials, electrical hazards, occupational disease, and mortal hazards. It is believed that ergonomic deficiencies are the root causes of workplace health hazards and low level of safety [12].

Winter-Ebmer and Zweimuller [13] using data from Switzerland, based on their analysis of workers' search and mobility behavior, give evidence to support this view. In their view, individuals facing worse working conditions (thus, more dissatisfied individuals) will be less likely to remain in the workplace and more likely to exit.

C. Job Satisfaction

Job satisfaction falls under the general heading of motivation theories, one of the most studied areas in organizational behavior. Motivation theories, offers several frameworks for analyzing job satisfaction that are generally grouped into content or process theories. Content theories address the specific factors that motivate individuals, therefore, explaining human behavior. The most influential examples according to Winterton [14] are the work of Maslow's hierarchy of needs and Herzberg's dichotomy of factors theory. Maslow's [15] hierarchy of needs and

Herzberg's [16, 17] motivation theory, in which motivators, the presence of which create job satisfaction, are distinguished from hygiene factors, the absence of which produce job dissatisfaction. Process theories of motivation explained motivation thought processes that influence behavior. The major process theories of motivation include Adams' equity theory, Vroom's expectancy theory, goal-setting theory, and reinforcement theory.

Job satisfaction is the degree to which one likes his or her job [18]. This attitude about one's job leads to action tendencies, such as staying at one's organization or seeking employment elsewhere. Kuo, Ho, Lin, and Lai, [19] suggested that both the job characteristics of work redesign and employee empowerment are significant attributes in providing higher employee commitment and loyalty toward the organization.

Job satisfaction has a direct effect on an employee's plans to remain in a job, occupation, or organization. Based on a comprehensive, quantitative meta-analysis of literature addressing employee turnover, researchers found that an employee's job satisfaction and organizational commitment were two of the best predictors of employee turnover [20]. The remainder at section 4 examines specific working conditions that may be related to employee satisfaction. Consequently, we suppose the hypothesis one as follows:

Hypothesis 1: There is significant influence on relationship between WC and JS.

D. Leadership behavior

Over the past 30 years, leadership has become one of the most studied areas of organizational development [21-24]. The theoretical framework of this leadership study was based on Bass and Avolio's [25] model of full-range leadership. Burns originated the concept of transforming leaders as those leaders who recognize and exploit an existing need or demand of a potential follower [21]. Even though he believed transactional interactions comprised the majority of the relationship between leader and follower.

Emery and Barker [26] viewed the difference between transformational and transactional leadership on opposite ends of the same spectrum. Transformational leaders focused beyond the immediate needs, focusing instead on greater essential requirements, compared to transactional leaders are fixated on resource allocation and exchange. As part of the full-range leadership model, Bass and Avolio [25] refined the transformational leadership component to include four elements: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, and contended that a leader could exhibit both transactional and transformational styles. In addition the expanded transformational piece, Bass and Avolio [25] identified two transactional leadership components including contingent reward and management by exception-active. According to Bass and Riggio [22], the leader obtained follower agreement on work requirements in exchange for promised rewards upon satisfactorily completing the assignment. The final component of the Bass and Avolio [25] model included passive/avoidant behavior, which included management by

exception–passive and laissez-faire. Stanescu and Rosca [27] explained the difference between active and passive management by exception as the point when leaders actively monitor for deviation and take corrective action, or passively wait for mistakes to occur before taking action. Considered the no leadership element, Bass and Riggio [22] described laissez-faire leaders as disengaged, indecisive, and who “do not emphasize results, refrain from intervening, and fail to perform follow-up”. Northouse [28] addressed two situational theories: Hersey, Blanchard, and Johnson [29] Situational Leadership and Fielder’s Contingency Theory. Northouse [28] described Hersey and Blanchard’s theory as directive and supportive, but applicable to different situations. Once leaders determined the capabilities of followers, they better matched the needs of followers to the specific situation. Comparatively, he defined Fielder’s theory as being either task-oriented or relationship-oriented, attempting to match the leader to the appropriate situation. Hersey et al. [29] summarized that under either theory, leaders should be flexible and able to apply the appropriate style to different situations.

Understanding human behavior allowed leaders to determine not only past actions but also possibly predict or control future behavior [29]. The motivation behind human behavior began with Maslow’s [15] hierarchy of needs, covering physiological, safety, social, esteem, and self-actualization. Inherent to individual rewards were a person’s needs and value one places on such rewards. Maslow’s philosophy stated that until basic needs are met, a person’s motivation to move to higher needs will remain low [29]. Because employees have different needs and motivations, leaders must remain cognizant of those differences and manage them differently.

Building from Maslow’s hierarchy of needs, Herzberg’s motivation-hygiene theory determined that people have several categories of needs independent of each other that affect behavior differently [29]. The employee’s work environment was addressed under hygiene, where followers maintained the basic work conditions to prevent job dissatisfaction. The other category was motivators that helped people work toward superior performance, and included feelings of achievement, professional growth, and recognition. As leaders understood employees’ needs, established goals helped employees attain those goals and remain motivated.

E. Organizational commitment

Organizational commitment has been described as the degree of an individual’s identification with, and devotion to, a specific organization, including: (a) value commitment: the strong belief in, and the acceptance of the organizational objectives and values; (b) effort commitment: the willingness to dedicate greater effort to benefit the organization; (c) retention commitment: the willingness to remain as a member of an organization [10, 30]. Buchanan [31] believed that organizational commitment represented an individual emotional attachment to an organization, including identification with, and acceptance of, organizational

objectives and values; mental devotion to, and concentration on, a job role; and loyalty to, and affection for, the organization [32]. Therefore, the concept of organizational commitment embraces the following employee factors: (a) desire to strive to the fullest in order to represent an organization; (b) desire to remain with an organization; (c) feelings of belonging and loyalty to an organization; (d) acceptance of major organizational goals and values; (e) positive evaluation of an organization. Organizational commitment refers to a sense of emotional identification with organizational objectives and values, relevant professional roles, and an organization and group, with the characteristics of identification, devotion, and loyalty [31, 32]. A substantial amount of research on organizational commitment was conducted during the 1970s. Early attempts at defining organizational commitment proposed that it included the acceptance and belief in values, a willingness to exert effort to meet organizational goals, and a strong desire to remain employed within the organization [33]. The research on organizational commitment provided evidence for its predictive relationship to employee absenteeism, performance, and turnover [2].

Organizational commitment is defined as “the relative strength of an individual’s identification with and involvement in a particular organization” [6, 33]. The antecedents of organizational commitment can be divided into the three broad categories: organizational factor, personal factors, and work experiences [3, 5, 6].

In the leadership behavior literature, a number of authors have referred to effective leadership as being characterized as empowering which, in turn, would be expected to enhance organizational commitment and effectiveness [34, 35]. Along these lines, Mathieu and Zajac [2] suggested that other leadership dimensions, such as initiating structure, consideration, communication and participative leadership are all antecedents of organizational commitment at the individual level. However despite its theoretical and practical significance, there are relatively few studies that have focused on determining how a leader’s behavior may be related to their employee’s level of commitment to their organization. We suppose the hypothesis two and five as follows:

Hypothesis 2: There is significant influence on relationship between LB and OC.

Hypothesis 3: There is significant influence on relationship between WC and OC.

Hypothesis 4: There is significant influence on relationship between LB and JS.

Hypothesis 5: There is significant influence on relationship between OC and JS.

F. Intention to stay and enhancement of employee enthusiasm

Intention to stay is defined as employees’ intention to stay in the present employment relationship with their current employer on long term basis. This is an inverse concept of turnover intention or intention to quit. Vandenberg and Nelson [36] defined employees’ intention to quit as an individual’s estimated probability that they are permanently

leaving their organization at some point in the near future. Undesirable, unwanted, and voluntary attrition that companies experience when highly valued employees quit to take another job elsewhere is a much bigger problem than the frequency of corporate layoffs reported [37]. This aspect is increasing in importance as the competition for talent is high and continuously growing. People need to feel that their contributions to the organization are valued [38]. To keep employees in the company, they need to feel part of the organization. To enlighten the problem about employees leaving, several pertinent measures need to be taken as organizations are now competing for talent [39]. The solutions to improve retention within employees; competitive salaries, comprehensive benefits, incentive programs, and similar initiatives are important to be executed [38]. Besides, pay and financial incentives also work to increase employees' commitment, and satisfaction.

The firm improves working condition and enhancement employee enthusiasm that increase employee's positive working experiences. The extent to which the relationship between two roles is positive has been labeled role enrichment [40] work-family [41, 42] enhancement and facilitation of role Positive work enthusiasm is the degree to which positive resources of one role carry over to other roles, has also been equated with enhancement [43]. We suppose the hypothesis from six to thirty as follows:

Hypothesis 6: There is significant influence on relationship between WC and EEE.

Hypothesis 7: There is significant influence on relationship between LB and EEE.

Hypothesis 8: There is significant influence on relationship between JS and EEE.

Hypothesis 9: There is significant influence on relationship between OC and EEE.

Hypothesis 10: When JS is mediates WC has significant influence on EEE.

Hypothesis 11: When JS is mediates LB has significant influence on EEE.

Hypothesis 12: When OC is mediates WC has significant influence on EEE

Hypothesis 13: When OC is mediates LB has significant influence on EEE.

III. METHODOLOGY

A. Research Design and Sampling

This study used a quantitative approach to measure the relationship between working condition, job satisfaction, organizational commitment, leadership behavior and intention to stay. This study uses the primary data collection by a structured questionnaire. The data was collected from the employees who work in the mining industry in Mongolia of selected companies located in Mongolia. Total sample size was 242 employees and researcher have collected the questionnaire through traditional paper questionnaires and online.

B. Instrumentation and Sample Items

A total of 27 items with five-point Likert scale of 1-strongly disagree to 5-strongly agree were used to measure all variables in the study. Specifically, intention to stay was measured using five items developed by Pedro Linares [44]. Sample items are *"This organization's culture and ethics influence me what I hard work on this position"*, *"If I got another job opportunity, I would give it serious consideration"*, *"I am very interesting this job so I will stay here"*. The four dimensions of intent to stay practices were measured using 22 items.

C. Data Analysis procedure

Method of analysis of the sample is one of quantitative method. This was chosen as the best method to draw conclusions utilizing techniques that emphasize validity and reliability.

- Descriptive Analysis

Using the SPSS program, multivariate regression coefficient was conducted to test the hypothesis of this research. The correlation analysis helped in determining both the form and degree of the correlation between the factors and the influencing of WC, JS, LB, OC and enhancement of Employee Enthusiasm, both the strength of the influence between variables and the level of statistical significance were assessed.

- Cronbach's Alpha Coefficient

Cronbach's Alpha coefficient is typically equated with internal consistency [45]. The reliability less than 0.6 are considered poor, reliabilities within 0.7 ranges are considered acceptable and those coefficients over 0.8 are considered good. This study adopt 0.7 was accepted.

In general, a researcher uses Cronbach's Alpha to estimate reliability. According to Hair et al. [46], Cronbach's Alpha is the most commonly reported estimate of reliability and also Cronbach's Alpha values provide evidence for reliability.

- Factor analysis

Factor analysis refers to a variety of statistical techniques whose common objective is to represent a set of variables in terms of a smaller number of hypothetical variables [47]. The extraction method is Principle Component Analysis, which means only those factors with eigenvalue greater than 1 will be extracted.

- Structural Equation Modeling

Structural Equation Modeling (SEM) is applied for testing the hypotheses in this study with maximum likelihood estimation. The structural equation modeling (SEM) is a statistical technique for building and testing statistical models that are often causal models.

C. Research Framework

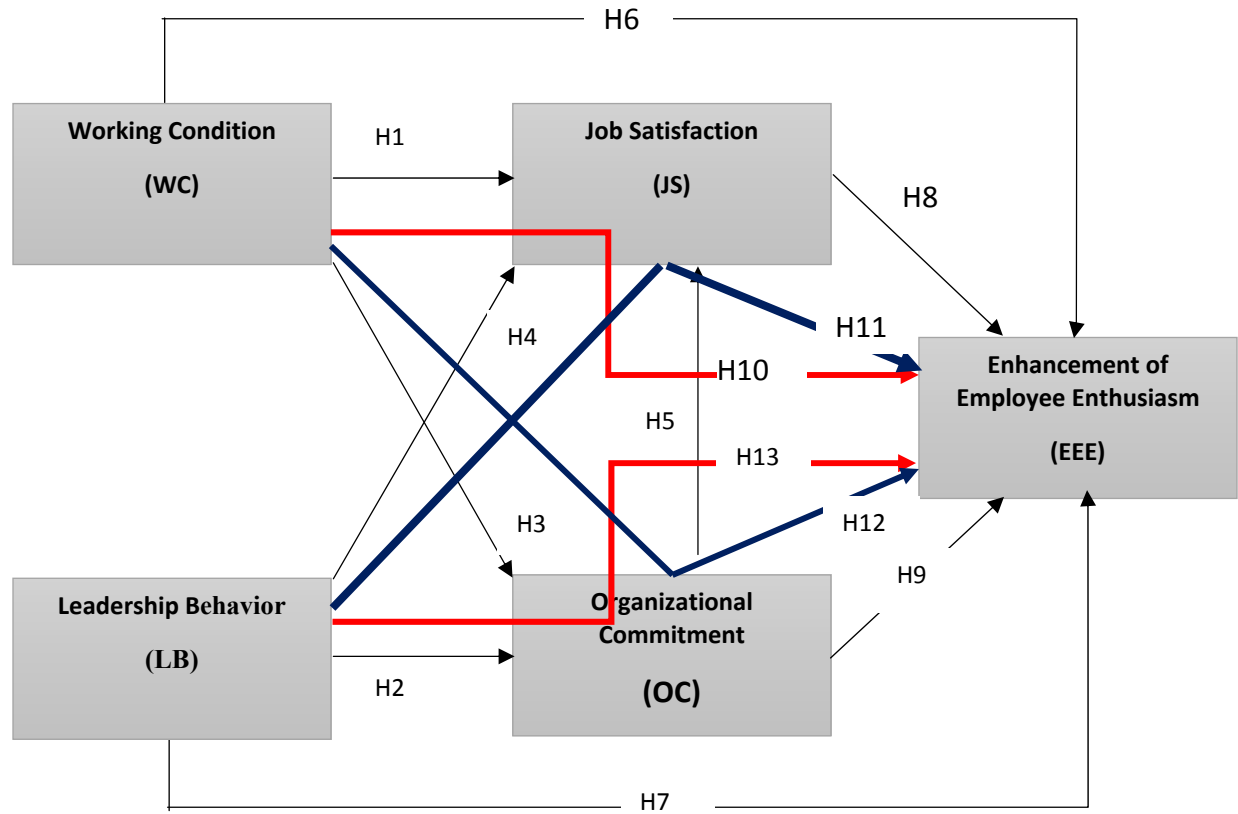


Fig. 1 Research Framework

IV. DATA ANALYSIS AND RESULT

A. Data Analysis

The data was processed and entered by SPSS 19 Statistics (Statistical Package for the Social Sciences) software for analysis. Descriptive statistics for demographic and behavioral characteristic of sample, mean and standard deviation of key constructs, and Cronbach's alpha are conducted in SPSS 19. AMOS 18 was used for confirmatory factor analysis and structural factor analysis.

Majority of respondents were male in this study which composed 58.68% (142) of the respondents. Most of the respondents were age between 28-29 years old (85.54%), followed by respondents with age 30-35 year old (8.26%). Education level of respondents shows multiple sectors. The highest percentage is bachelor degree (52.89%), followed by masters were (33.08%), undergraduate were (25.47%). In terms of job position, most of the respondents were engineer (74=30.58%), mechanic (66=27.27%) and others followed (54=22.31%). Respondent income was dispersed equally for divided sections. 33.47% of respondents had an income with 501,000-800,000 MNT, followed by respondents with 1401,000 MNT (20.25%) income.

B. Reliability and Validity summary

Table 1 shows the comprehensive summary of all results used in this study. Exploratory factor analysis (EFA), confirmatory factor analysis (CFA), structural equation model (SEM) loadings for each items displayed while Cronbach's Alpha, Kaiser-Meyer-Olkin (KMO), composite reliability (CR) and average variance extracted (AVE) for each variable demonstrated understandably. All measures used in this study indicated a good and high variance which means the variables itself and questionnaire items were convenient for this research. Explanation of each measurement detailed in previous sections.

C. Cronbach's Alpha analysis

The reliability of each measure was tested. The variables of job satisfaction, organizational commitment, leadership behavior, working condition and enhancement of employee enthusiasm measures were deemed acceptable because the reliability coefficients alpha was 0.918 for the 27 items of the data. The reliability of the measures is acceptable.

TABLE 1. SUMMARY OF RELIABILITY AND VALIDITY

Variable	Code	Cronbach's Alpha(α)	EFA loading	CFA loading	SEM loading	KMO	CR	AVE
Acceptable Value		> 0.7	> 0.5	> 0.5	> 0.5	> 0.6	> 0.5	> 0.5
Job Satisfaction	JS2	.722	.748	.65	.64	.758	.724	.597
	JS3		.734	.68	.67			
	JS6		.658	.61	.76			
	JS7		.672	.58	.57			
	OC1		.743	.63	.62			
Organizational Commitment	OC2	.793	.532	.70	.70	.812	.793	.634
	OC3		.710	.65	.65			
	OC4		.599	.66	.66			
	OC6		.598	.64	.64			
	LB1		.759	.80	.81			
Leadership Behavior	LB2	.921	.685	.73	.74	.927	.919	.559
	LB3		.681	.71	.71			
	LB4		.687	.65	.67			
	LB5		.744	.76	.79			
	LB6		.685	.71	.70			
	LB7		.731	.72	.73			
	LB8		.778	.79	.80			
	LB9		.790	.83	.83			
	WC1		.729	.73	.71			
Working Condition	WC2	.755	.767	.64	.65	.701	.756	.538
	WC3		.769	.63	.64			
	WC4		.704	.64	.64			
	EEE1		.726	.77	.71			
Enhancement of Employee Enthusiasm	EEE2	.865	.676	.76	.81	.859	.867	.566
	EEE3		.706	.69	.69			
	EEE4		.733	.81	.76			
	EEE5		.643	.71	.77			
Total		.918				.906		

*P<0.05 **P<0.01 ***P<0.001

D. Exploratory Factor Analysis (EFA)

Exploratory factor analysis (EFA) is an important tool for organizational researchers. It can be useful for refining measures, evaluating construct validity, and in some cases testing hypotheses. For situations such as these, exploratory factor analysis has been invented. The result of Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity needs to be considered as satisfactory before factor analysis can be proceed. According to Coakes, Steed and Ong [48] to assume factorability the KMO must be greater than 0.60, the Bartlett's Test of Sphericity must be large and significant, anti-image correlation matrix and communality values must be greater than 0.5 and Eigenvalues must be greater than 1. According to Hair, Anderson, Babin and Black [46], factor loadings should be 0.5 or higher and ideally 0.7 or higher. From the table, all factor loadings are higher than 0.5 which means this research is high reliable.

E. Confirmatory factor analysis (CFA)

In this study CFA was performed to examine the relationship between the items and their respective latent variables using Analysis of Moment Structures (AMOS) v18 software. During CFA, four items (JS1, JS4, JS5, OC5) were removed from the model again. Result of the AMOS 18 indicated that removal of these nine items will improve the model fit.

F. Convergent Validity

To deal with convergent validity, Anderson and Gerbing [49] suggested using three common indices to evaluate the measurement model. Those are the individual item reliability, the composite reliability (CR) and the average variance extracted (AVE). Firstly, in this study, the factor loadings of

the measurement items for each latent variable were significant for convergent validity with the lowest being 0.538(WC) > 0.5, so these results show a high degree of reliability (Table 1). Secondly, the composite reliability (CR) is applied to test the internal consistency of each latent variable. The results of CR were calculated and are shown in Table 1. The CR with the value greater than 0.6 is considered being indicative of strong internal consistency [46, 48, 49]. The CR value of each latent variable is between 0.724 and 0.919 indicating strong composite reliability.

Finally, the researcher used the average variance extracted (hereinafter referred to AVE) to measure the degree of explained variance attributable to the measurement items of these variables. In different terms, AVE is a measure of the error-free variance of a set of items [50]. The results are shown in Table 1. The AVE values were ranged from 0.538 to 0.634. These AVE estimates all exceeded the suggested criteria of 0.50 [51].

G. Discriminate validity

In this part, the discriminant validity was tested to identify whether a construct is truly distinct from other constructs. Fornell and Larcker [51] suggested comparing the AVE's square root with the correlation coefficients of latent variables.

H. Structural Equation Model (SEM)

The results of the CFA analysis indicate that each construct of the research model has a strong reliability, convergent validity, and discriminant validity. Therefore, it is suitable for the study to use an SEM structural model in this section. As shown in the table 6, the fit index for the structural model indicated an acceptable fit ($\chi^2 = 506.394$, (df

TABLE 2. STANDARDIZED COEFFICIENT WITH STANDARD ERRORS

Hypothesis	The content of Hypothesis	Estimate	S.E.	P-value
H1	Working Condition → Job Satisfaction	.259	.077	*
H2	Leadership Behavior → Organizational Commitment	.608	.073	***
H3	Working Condition → Organizational Commitment	.079	.077	.266
H4	Leadership Behavior → Job Satisfaction	.540	0.79	***
H5	Organizational Commitment → Job Satisfaction	-.154	.090	.147
H6	Working Condition → Enhancement of Employee Enthusiasm	-.035	0.76	.573
H7	Leadership Behavior → Enhancement of Employee Enthusiasm	-.105	0.83	*
H8	Job Satisfaction → Enhancement of Employee Enthusiasm	.154	0.104	*
H9	Organizational Commitment → Enhancement of Employee Enthusiasm	.648	.118	***

= 310); p-value = 0.000; RMSEA = 0.51; NFI = 0.849; CFI = 0.935; GFI = 0.865).

I. Test for mediating effect of Job satisfaction and Organizational commitment

Generally, a mediator is described as the mechanism through which one variable (a predictor) influences another variable (an outcome variable) although there is a various ways to define a mediator variable [52]. In other word, mediator is a third variable that explains how or why two variables are related.

The theoretical model of this study was constructed based on the study's purpose and the review of relevant literature. As a result, there were two predictor variables, one outcome variable, and two mediating variable in the research model. Particularly, in the theoretical model WC and LB played the role of independent variables and EEE is a dependent variable. Accordingly, job satisfaction and organizational commitment are the mediating variable which links the relationship between independent and dependent variables.

H10: Job satisfaction mediates the relationship between WC and EEE.

H11: Organizational commitment mediates the relationship between LB and EEE.

H12: Organizational commitment the relationship between WC and EEE.

H13: Job satisfaction mediates the relationship between LB and EEE.

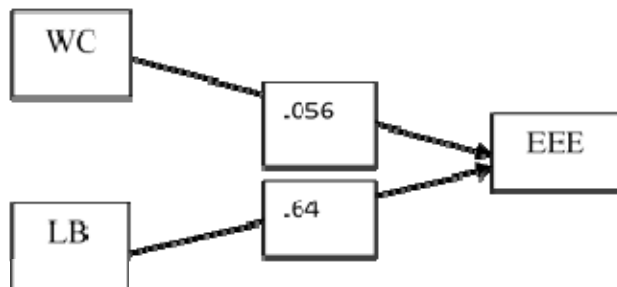


Fig. 2 Research model without job satisfaction mediating variables

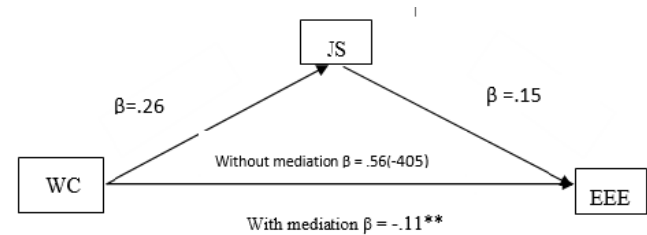
In order to do 4 step of mediating analysis, the study first created that WC (one of the predictor variable) was related to EEE (the outcome) by regressing WC on EEE variable (step 1) as shown in Table 3. As a result, the relationship between WC and EEE has significant at the confidence interval level P

value > .05 ($\beta = .56$, $P > .0$). Then there is no next step of this triangle. Therefore Job satisfaction can't be mediation variable between Working condition and Enhancement of employee enthusiasm.

TABLE 3. SUMMARY OF JOB SATISFACTION MEDIATOR ANALYSIS

	Direct without mediator	Direct effect with mediator	Indirect effect
WC→JS→EEE	0.056 (P=0.405)	-0.118 (P=0.725)	No mediation
LB→JS→EEE	0.644 (***)	0.318 (***)	Partial mediation

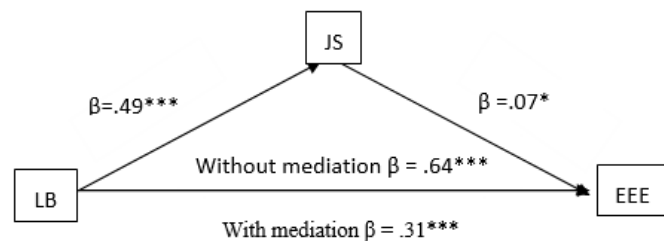
*** $p < 0.001$ ** $p < 0.01$ * $p < 0.05$



* $P < .05$, ** $P < .01$, *** P Std β = standardize

Fig. 3 The Mediation analysis for the WC, JS, and EEE Triangle

There has a mediating effect of JS relationship between WC and EEE. Figure 3 shows that the relationship between the independent and the dependent variable is positively significant ($\beta = .05$, $p < .00$). The standardized beta coefficient do not changed with mediation analysis shows JS has a no effect relationship between WC and EEE. Therefore hypothesis 10 is rejected.



* $P < .05$, ** $P < .01$, *** P Std β = standardize

Fig. 4 The Mediation analysis for the LB, JS and EEE Triangle

There has a mediating effect of JS relationship between LB and EEE. Figure 4 shows that the relationship between the independent and the dependent variable is positive and insignificant ($\beta=.31$, $p<.000$). The standardized beta coefficients 'change with mediation analysis is very high it means become significant somehow. That shows JS partial the relationship between LB and EEE. Therefore hypothesis 11 is accepted.

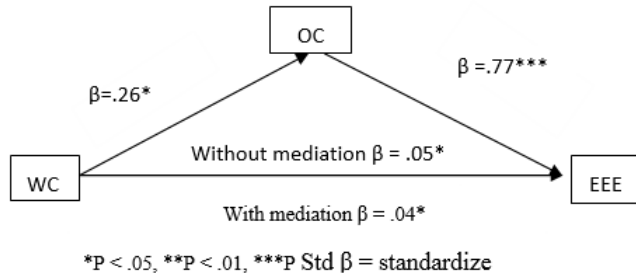


Fig. 5 The Mediation analysis for the WC, OC and EEE Triangle

There has a mediating effect of OC relationship between WC and EEE. Figure 5 shows that the relationship between the independent and the dependent variable is positive and significant ($\beta=.04$, $p<.00$). The standardized beta coefficients 'change with mediation analysis is very high it means become significant somehow. That shows OC partial mediation the relationship between WC and EEE. Therefore hypothesis 12 is accepted.

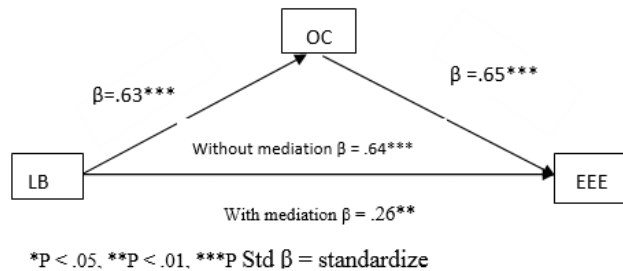


Fig. 6 The Mediation analysis for the LB, OC and EEE Triangle

There has a mediating effect of OC relationship between LB and EEE. Figure 6 shows that the relationship between the independent and the dependent variable is positive and insignificant ($\beta=.644$, $p<.00$). The standardized beta coefficients 'change with mediation analysis is very high it means become significant somehow. That shows OC partial mediation the relationship between LB and EEE. Therefore hypothesis 13 is accepted.

V. DISCUSSION AND CONCLUSION

This chapter will introduce summary and result based the quantitative data presented in the previous chapter in an attempt to answer the research questions stated in the first chapter. Also it introduces limitations and further recommendations of this research study.

A. Research findings

This research study focuses on determining the following statements:

- Help to determine influential factors on enhancement of employee enthusiasm in mining industry of Mongolia

This research study examined the relationship of five influential variables (working condition, job satisfaction, organizational commitment, leadership behavior, and enhancement of employee enthusiasm) based on literature review in chapter two with intention to stay for miners in Mongolian mining industry.

Also, present study resulted working condition statistical insignificantly influence on organizational commitment in case of Mongolian mining industries. This finding was inconsistent with previous literature findings. It is because of working condition of mining sector which is still considered to be risky and dangerous.

To answer of this question is job satisfaction, leadership behavior, and organizational commitment can influence on enhancement of employee enthusiasm in mining industry of Mongolia.

- Help to understand which factors has the most effect on the enhancement of employee enthusiasm among miners in mining industry in Mongolia

Analysis of the findings reveals organizational commitment is the most significantly influence on enhancement of employee enthusiasm. Importantly beta coefficients have high influence. As an exploratory research approach result that most influential factor for enhancement of employee enthusiasm was organizational commitment in Mongolian mining industries.

- To test the mediating role of job satisfaction and organizational commitment in the relationship between independent variables (WC, LB) and dependent variable (EEE).

As for WC, the standardized beta coefficient is decreased from 0.056 (without mediation controlled) to -0.021 (with mediation controlled). Therefore hypothesis 10 was rejected. Other three hypotheses were accepted which was aspect of relationship between independent variable (LB) and dependent variable (EEE) job satisfaction can play mediates role. As for LB, the standardized beta coefficient is decreased from 0.644 (without mediation controlled) to 0.318 (with mediation controlled). it is certain that JS plays a partial mediating role for relationship between independent variable (LB) and dependent variable (EEE).

The organizational commitment mediates the relationship between two independent variables and a dependent variable. The study results show that the mediating variable (OC) played a partial mediating role on the impact of independent variables (WC) and (LB) on dependent variable (EEE).

B. Practical implication

The Mongolian mining industry has been booming year by year. On the basis of above findings and results the HR managers are needed to concern on the following issues.

First of all, organizational commitment correlates directly to the intent to stay on work. The companies and managers should concern on the make an effort to inspire of workers. The more commitment, they will be more stable on work. Secondly, working condition in mining sector in Mongolia is hard and below standard. Establishing new city near mining site is still under construction for many mining sites and still in slow progress. Therefore, mining companies need to hurry up the progress and keep the promise for workers and give opportunity to them work and live with their family to enhance employee enthusiasm. Thirdly, supervisors should support and train their employees more and give them more opportunities to develop themselves in the future.

Lastly, mining companies should arouse more convenient and pleasant working condition and supportive management team to increase employee trust and commitment toward company.

C. Originality value

There is a many of research about the relationship between working condition, job satisfaction, leadership behavior, organizational commitment and turnover of employee in the research field, however there is a lack of research about the relationship between mentioned variables in mining industry especially in Mongolia. Most studies focus more on the hospital and bank. Unfortunately, mining industry is one of the leading sectors to turnover rate in work field. Also, this finding is distinctive than other studies by the usage of mediating variable (organizational commitment) in the relationship between independent and dependent variables than the other study only independent variable. The most of time working condition (independent variable) can significant influence on intention to stay in many previous finding. But, in this study there is no significant influence on intention to stay in mining industry of Mongolia. Took this results, as a main part of investigates was unique compare the other study.

D. Suggestions for further research

The findings and discussions of this study led to the following recommendations. For researchers seeking to expand on the research initiative, the following recommendations may be useful:

- a) The first recommendation is to expand the sample population.
- b) The second recommendation is to include more organizations in the study.
- c) The third research consideration plays into the applicability of the discoveries by replicating the discoveries when using a different sample population.
- d) The fourth one is develop a shorter questionnaire to reduce time needed to collect data. Clarification of the verbiage used in the survey may also decrease the time

necessary to complete the survey and increase response rates.

- e) The last recommendation is another more influential factor might be missing, those chosen variables were face miners every day. Adding other appropriate variables to relate with intention to stay.

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